

The Proposed Change Strategy to Embed Energy Stewardship¹ into the Army's Culture

Prepared for:

**Dr. Vic S. Ramdass
Director**

**U.S. Army Logistics Innovation Agency (LIA)
Fort Belvoir, Virginia**

In Support of the LIA Program for Culture Change in Energy Use

**Patrick J. Sweeney, Ph.D.
Donald H. Horner, Jr., Ph.D.**

Program Manager, Robert S. Guarino, SAIC

02 June 2012 (3)

¹ The Proposed Change Strategy specifically addresses "energy stewardship," not the more general conception of "stewardship." The latter is broader and includes all things for which one could be a steward. For the purposes of this paper, the word "stewardship" is used in the context of "energy stewardship."

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 02 JUN 2012		2. REPORT TYPE Final		3. DATES COVERED	
4. TITLE AND SUBTITLE The Proposed Change Strategy to Embed Energy Stewardship into the Army's Culture				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) Patrick J. Sweeney /Ph.D. Donald H. Horner, Jr., Ph.D.				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) SAIC 5000 LETTERKENNY ROAD SUITE 200 CHAMBERSBURG, PA 17201				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited.					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT The purpose of this culture change initiative regarding energy stewardship is to enhance the Army's ability to project and sustain power to accomplish its current and future missions. The end-state goals are to: 1. Create a stewardship mindset throughout the Army so that members view energy as a critical enabler, especially in austere environments 2. Have members consistently engage in behaviors to use energy resources wisely to enhance performance in executing current missions 3. Empower members to creatively use and leverage energy resources, in conjunction with materiel resources, to increase capability to conduct operations, while also building a capacity to adapt to future demands 4. Have members create and share best practices for energy stewardship 5. Transfer members' energy stewardship mindset to their personal lives, positively affecting both installation and off-post energy stewardship. To summarize, the intent of this effort is to influence attitudes and change behaviors in a way that maximizes opportunities for the Army to achieve its priority objective: to develop a future force that can project and sustain power worldwide.					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT UU	18. NUMBER OF PAGES 51	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

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Executive Summary

The Need (Problem): The external operating environment for the U.S. Army continues to change at a rapid pace, especially in the areas of energy use and availability. The Army's technological networks and life-support systems demand large amounts of energy. Hence, energy is a critical enabler for current operations and an important consideration in power projection, especially in austere environments.

In current operational theaters, the demand for energy has created tactical and operational vulnerabilities, both logistically and in terms of human capital. Twenty percent of casualties are directly related to energy or water resupply efforts. Tactical units are conducting more logistical convoys with a greater number of vehicles, making them more susceptible to enemy attack. The unwelcome trifecta of (1) an unstable political climate in the Middle East impacting petroleum supplies, (2) the world's increasing demand for energy, and (3) Americans' increasing domestic appetite for ever larger energy-fueled vehicles of necessity and convenience will reduce the availability of and increase the future costs of energy resources.

When considered in the context of future highly constrained budget cycles, the rising cost of energy presents a strong reason for the Army, as an institution, to change the way each member views, uses, and thinks about energy to adapt to the dynamic demands of the external environment. **This proposed change in culture -- from energy consumers to energy stewards -- will enhance the Army's ability to accomplish its core missions.**

The Gap: The Army has implemented many innovative and substantial policies, strategies, and programs to address energy and sustainability challenges. These initiatives have been led by logisticians and tend to focus on leveraging technology and renewable energy sources. What is needed is a command-led initiative focused on changing how members view and use energy (culture), which will result in lasting behavior change. It is important to note that you change culture by first changing members' behavior to support the desired culture. Through repetition and reinforcement of behavior that supports the desired culture, members' mindsets change. Furthermore, the proposed change in culture to energy stewardship provides an opportunity to synchronize all Army energy initiatives under one comprehensive organization change strategy.

The Intent: The purpose of this culture change initiative regarding energy stewardship is to enhance the Army's ability to project and sustain power to accomplish its current and future missions. The end-state goals are to:

1. Create a stewardship mindset throughout the Army so that members view energy as a critical enabler, especially in austere environments
2. Have members consistently engage in behaviors to use energy resources wisely to enhance performance in executing current missions
3. Empower members to creatively use and leverage energy resources, in conjunction with materiel resources, to increase capability to conduct operations, while also building a capacity to adapt to future demands
4. Have members create and share best practices for energy stewardship
5. Transfer members' energy stewardship mindset to their personal lives, positively affecting both installation and off-post energy stewardship.

This energy stewardship culture would provide members (military, civilians, and family) with the mindset and skills necessary to use energy more efficiently and effectively, thus contributing to increased performance in accomplishing Army missions. More important, a culture of energy stewardship enhances the Army's ability to project power and to operate in austere environments in response to unforeseen contingencies. This culture change is imperative for the Army to successfully adapt to reduced availability of energy resources given its increased use and dependence on those resources in modern operations. As such, a culture of energy stewardship becomes the underlying basis for building sustained tactical, operational, and strategic advantages through *energy informed operations*.

To summarize, the intent of this effort is to influence attitudes and change behaviors in a way that maximizes opportunities for the Army to achieve its priority objective: to develop a future force that can project and sustain power worldwide.

The Strategy for Change: The proposed strategy for culture change occurs through four phases: pre-launch, launch, execution and implementation, and sustain the change and embedding it in the culture. This change strategy is based on theoretical and empirically demonstrated best practices for institutional culture change from the world's foremost authorities, including Drs. W. Warner Burke, Edgar Shein, and John Kotter.

The commitment of Army senior leaders' – i.e., Secretary of the Army (SECARMY) and the Chief of Staff of the Army (CSA) is *critical* for successful transformational *institutional* cultural change. Cultural change and adjustment can neither be enacted nor sustained without that commitment.

Phase I: Pre-Launch

The Pre-launch Phase is important to set the conditions for the institutional change and must be led by the SECARMY and CSA. This phase begins when the need for change is realized and ends when the change vision is created and the guiding coalition is formed. [*Most culture change initiatives fail during this phase.*]

Key senior leader tasks for Phase I are as follows:

- Establish the need and create an urgency for change: Identify the problem and opportunity
- Assume ownership and commit to change
- Develop a clear and compelling vision for the change
- Build a guiding coalition with the commitment and the social and political power to see the change through to completion
- Conduct resistance analyses and develop a strategy for addressing resistance
- Educate senior leaders
- Develop the initial plan to implement the change with input from stakeholders;
- Create a Strategic Communications Plan (STRATCOM Plan) for the change vision and strategy.

A comprehensive discussion of subtasks and embedding and reinforcing mechanisms associated with each of the key senior leader tasks is provided in pages 8 through 24 of the formal report. *Proposed Change Strategy to Embed Stewardship into the Army's Culture*, hereafter referred to as the STRATEGY DOCUMENT.

Phase II: Launch

The purpose of the Launch Phase is to communicate to members that the old way of doing business regarding energy consumption is no longer acceptable. Phase II begins when the change vision is created, the guiding coalition is formed, and the initial campaign plan is developed. The phase ends when initial change activities and the STRATCOM Plan have been implemented.

Key senior leader tasks for Phase II are as follows:

- Communicate the need and vision for change by executing the STRATCOM Plan
- Execute initial change activities that impact the entire institution to signify that the old way of viewing energy use is no longer a functional way of doing business.

A detailed discussion of subtasks associated with the above key senior leader tasks is provided in pages 25 through 27 of the STRATEGY DOCUMENT.

Phase III: Execution and Implementation Phase

The purpose of the Execution and Implementation Phase is to sustain disequilibrium, deal with unexpected consequences, and continue to build momentum. [*Expect maximum resistance to change during this phase.*] Disciplined execution of the change strategy is essential to demonstrate that resistance is imprudent and ineffective. A key aspect of Phase III is to use multiple embedding mechanisms to reinforce change and continue to build momentum. This phase begins when all initial change activities and the STRATCOM Plan have been implemented and ends when initial levers (embedding mechanisms) have been put in place.

Key senior leader tasks for Phase III are as follows:

- Plan, execute, and celebrate short-term wins to build momentum for the change
- Encourage broad-based participation, empowerment, and action
- Form a representative group or team to implement and assess change initiatives
- Affirm commitment to the change initiative and hold people accountable
- Expect push-back while exercising consistency, perseverance, and patience
- Continue to leverage multiple embedding mechanisms to build momentum to support change
- Execute the strategy to address resistance.

A thorough discussion of subtasks associated with the above key senior leader tasks is provided in pages 28 through 32 of the STRATEGY DOCUMENT.

Phase IV: Sustaining the Change and Embedding in the Culture

The purpose of the Sustaining the Change and Embedding in the Culture Phase is to maintain the momentum and prevent the institution from returning to its previous equilibrium. [*This is the*

most difficult phase in the change process.] Persistent change occurs when a *critical mass* of the institution (75-85%) modify their behaviors and proclaim their belief that energy stewardship is the new way of doing business and that it makes sense. Phase IV begins when the embedding mechanisms are in place and ends when group members perceive the change as the “new normal” way of doing business.

Key senior leader tasks for Phase IV are as follows:

- Deal with unanticipated consequences
- Maintain momentum
- Support and reaffirm the authority of the implementation team to ensure that the change is anchored
- Establish a succession plan to ensure that follow-on senior leaders support the change process
- Launch new initiatives as necessary
- Continue to embed change in the culture by adjusting policies, procedures, practices, and systems to make sure the change “sticks.”

Additional discussion of subtasks associated with the above key senior leader tasks are provided in pages 33 through 35 of the STRATEGY DOCUMENT.

Conclusion

Attention and commitment to all four phases is necessary for successful culture change; absent that commitment, the Army's energy culture change strategy will fail. Cultural change of this import and magnitude demands top-driven focus, enthusiasm, resources, and persistence over an extended period of time, probably 7-10 years. The Army has an excellent history of demonstrating such resolve in many past successful culture change initiatives. Examples include the de-glamorization of alcohol and the implementation and subsequent elimination of the “don't ask, don't tell” policy. It will take an effort of equal magnitude to permeate the culture and adjust attitudes and behaviors regarding the way the Army views and uses energy resources. These above examples demonstrate that the Army can change its culture to meet the demands of a changing environment.

The Need (Problem)

The external operating environment for the U.S. Army continues to change at a rapid pace, especially in the areas of energy use and availability. The Army's technological networks and life-support systems demand large amounts of energy. Hence, energy is a critical enabler to current operations and an important consideration in power projection, especially in austere environments.

In current operational theaters, the demand for energy has created tactical and operational vulnerabilities, both logistically and in terms of human capital. Twenty percent of casualties are directly related to energy or water resupply efforts. Tactical units are conducting more logistical convoys with a greater number of vehicles, making them more susceptible to enemy attack. The unwelcome trifecta of (1) an unstable political climate in the Middle East impacting petroleum supplies, (2) the world's increasing demand for energy, and (3) Americans' increasing domestic appetite for ever larger energy fueled vehicles of necessity and convenience will reduce the availability of and increase the future costs of energy resources.

When considered in the context of future highly constrained budget cycles, the rising cost of energy presents a strong reason for the Army, as an institution, to change the way each member views, uses, and thinks about energy to adapt to the dynamic demands of the external environment. **This proposed change in culture -- from energy consumers to energy stewards -- will enhance the Army's ability to accomplish its core missions.**

The Gap

The Army has implemented many innovative and substantial policies, strategies, and programs to address energy and sustainability challenges. These initiatives have been led by logisticians and tend to focus on leveraging technology and renewable energy sources. What is needed is a command-led initiative focused on changing how members view and use energy (culture), which will result in lasting behavior change. It is important to note that you change culture by first changing members' behavior to support the desired culture. Through repetition and reinforcement of behavior that supports the desired culture, members' mindsets change. Furthermore, the proposed change in culture to energy stewardship provides an opportunity to synchronize all Army energy initiatives under one comprehensive organization change strategy.

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This energy stewardship culture would provide members (military, civilian, and family) with the mindset and skills necessary to use energy more efficiently and effectively, thus contributing to increased performance in accomplishing missions. More important, a culture of energy stewardship enhances the Army's ability to project power and to operate in austere environments in response to unforeseen contingencies. This culture change is imperative for the Army to successfully adapt to the reduced availability of energy resources given its increased use of and dependence on those resources in modern operations. As such, a culture of energy stewardship becomes the underlying basis for building sustained tactical, operational, and strategic advantages through *energy informed operations*.

To summarize, the intent of this effort is to influence attitudes and change behaviors in a way that maximizes opportunities for the Army to achieve its priority objective: to develop a future force that can project and sustain power worldwide.

The Strategy for Change

The proposed strategy for culture change occurs through four phases: pre-launch, launch, execution and implementation, and sustaining the change and while embedding in the culture. This change strategy is based on theoretical and empirically demonstrated best practices for institutional culture change from the world's foremost authorities, including Drs. W. Warner Burke, Edgar Shein, and John Kotter.

Phase I: Pre-Launch (Preparing the Organization for Change)—Most culture change initiatives fail in this phase – at the outset! Phase I begins when the need for change is realized and ends when the change vision is created and the guiding coalition is formed.

“The general who wins the battle makes many calculations in his temple before the battle is fought. The general who loses makes but few calculations beforehand.” Sun Tzu

The purpose of Phase I is to prepare the leadership and the organization for change. The above quote from Sun Tzu highlights the importance of the Pre-launch Phase in setting the conditions for success. For most institutional change initiatives that **do not** succeed, the cause can be traced back to the leaders' failure to set the conditions in the Pre-launch Phase. Activities in this phase build the foundation for successful institutional change.

Key Senior Leader Tasks

A. Establish the Need and Urgency for Change (identify the problem or opportunity)

1. **Gather Information from the External Environment**—The Secretary of the Army (SECARMY), Chief of Staff of the Army (CSA), and their staffs monitor and gather information about the external environment to ensure the institution is positioned to accomplish its mission now and in the future. Information is collected on: competitors' initiatives, changing customer needs, advances in technology, government regulations and mandates, changes in geopolitical environment, both the organization's and competitors' reputation and credibility, changes in local and global economies, and the anticipated nature of future strategic engagements.

Current Status: Green

The external environment has changed regarding the availability of energy as a key enabler. Increased world demand for energy, the unstable political environment in the Middle East, and future austere budgets make it imperative for the Army to develop an energy stewardship mindset. The challenge is to successfully complete missions while reducing operational and tactical vulnerabilities associated with delivering energy resources (Department of Defense's Sustaining U.S. Global Leadership: Priorities for the 21st Century Defense; Army Energy Security Implementation Strategy, 2009; Army Operational Energy Campaign Plan, 2012).

By fostering soldiers' energy stewardship, leveraging technologies which more efficiently consume energy, and investing in renewable energy, the Army can leverage energy as a key enabler to accomplish its missions. To create an energy stewardship mindset, the Army's senior leaders must change members' shared attitudes and assumptions about energy resources. Thus, senior leaders need to change the culture regarding energy usage (Army Energy Security Implementation Strategy, 2009; Army Operational Energy Campaign Plan, 2012; Power and Energy Strategy White Paper, 2010).

2. **Determine What Needs to Change**—The SECARMY, CSA, SMA, and their staffs must determine what needs to change to position the institution to effectively respond to changes in the external environment. To conduct this analysis, senior leaders take a systemic approach and use a model (e.g., Burke-Litwin Organization Performance and Change Model) as a guide to identify what needs to change in the organization and how the change is likely to impact the institution's systems (see Appendix A: Burke-Litwin Model).

Current Status: Amber

Over the past two and half years, the Army has introduced some innovative and substantial policies, strategies, and programs to begin addressing energy and sustainability challenges. These initiatives include: development of the Army Energy Security Implementation Strategy (AESIS) in 2009; creation of the Army Senior Energy and Sustainability Council (SESC) to provide strategic direction to integrate energy and sustainability initiatives into plans, programs, policies, and regulations; adding energy and sustainability to the Army Campaign Plan (Objective 8); creation of the Army's Operational Energy Campaign Plan; development of the Army Installation Energy and Water Campaign Plan and the Army Energy Strategy for Installations; creation and initial implementation of the Net Zero Program for Installations; the Army's compliance with the American Society of Heating, Refrigerating, and Air-conditioning Engineers (ASHRAE) green building Standard 189.1; and the development of the Initial Capabilities Document for Operational Energy for Sustained Ground Operations. These innovative initiatives focus on leveraging technology and renewable energy sources, but do not address the culture change needed to develop an energy stewardship mindset within all members. Changing members' attitudes and behaviors regarding energy usage and stewardship would produce a change in culture. A stewardship mindset regarding energy would result in members using energy and technology more effectively. This required institutional culture change will take place only if the SECARMY, CSA, and SMA support, direct, and engage in purposeful transformation to instill an energy stewardship mindset into the Army. Furthermore, a SECARMY-, CSA-, and SMA- driven change strategy would integrate all energy initiatives under one coherent organization change strategy.

B. Establish Commitment to Change—The SECARMY, CSA, SMA and key senior leaders must commit psychologically to the change effort and must assume ownership of it. The change must be congruent with the organization's values and position it to effectively meet changing demands in the external environment. Senior leaders must realize that the cultural change will take 7-10 years to complete, and will require persistence to see the change through to fruition.

Current Status: Amber

The SECARMY includes "energy solutions" as one of his top ten strategic priorities during his tenure. He stated: "The key to increasing the Army's flexibility is innovative and adaptive leaders who seek ways to increase energy efficiency and implement renewable and alternative sources of energy force-wide." Likewise, the CSA's number one priority is to provide trained, equipped, and ready forces to win the current fight while maintaining responsiveness for unforeseen contingencies. Energy is a critical enabler to meet the CSA's top priority, and to project power and conduct operations throughout the world, especially in austere environments. What is needed is for both the SECARMY and CSA to publicly commit to changing the Army's culture--(i.e., members' shared attitude, beliefs, value, and behaviors) – regarding energy

stewardship. This institutional change initiative would serve to integrate all energy related initiatives.

C. Develop the Vision for Change—The SECARMY and CSA are responsible for initiating the process to create a vision for the change and also for generating the shared buy-in of key senior leaders. An effective vision is simple and clear, inspires members with higher purpose, communicates realistic goals, aligns with values, and communicates how new behavior and/or perspectives will enhance the organization. A proposed vision statement for this change effort is: “*Forging readiness through energy stewardship.*” In this proposed vision statement, forging denotes that it takes hard work, perseverance, discipline, and sacrifice to implement energy stewardship to achieve enhanced readiness. For more information on elements of an effective vision and how to build commitment, see Appendix B.

Furthermore, the SECARMY and CSA select a symbol or create a slogan and/or acronym that captures the essence of and provide focus for the change effort. This symbol, slogan, or acronym summarizes and communicates the complexity of the change effort, provides direction, and reminds members of its purpose. A proposed slogan is: “Energy Warriors.” An animated squad of Energy Warriors can be created to promote effective use of energy through education. The squad can be made of up both military and civilian members. The Energy Warrior Squad travels throughout the Army promoting energy stewardship. Also, the Energy Warriors can feature energy stewardship tips in *PM* and *Soldier* magazines.

Current Status: Amber

The Army has outlined its Energy Security Vision in the Army Energy Security Implementation Strategy, 13 Jan 2009. The vision is: “An effective and innovative Army energy posture, which enhances and ensures mission success and quality of life for our Soldiers, Civilians, and their Families through Leadership, Partnership, and Ownership, and also serves as a model for the Nation.” The SECARMY and CSA can use this vision statement as a starting point to craft a simple and clear vision that communicates how and why the ways of doing business, regarding energy, are going to be different and motivate members to change behavior. The key is to get senior leaders’ (e.g., SMA, Army Commands (ACOMs), Army Service Component Commands (ASCCs), Direct Report Units (DRUs), Field Agencies, and others) to participate in creating and communicating the vision.

D. Build the Guiding Coalition—This is arguably one of the most important elements for successful institutional change, and one that tends to fail at the outset.

1. **The SECARMY, CSA, SMA Select Key Senior Leaders**—Leaders from inside and outside the institution must support the change, have social power to spread the word, and have the leadership and perseverance to make the change happen. It is recommended that the guiding coalition also include high-potential brigadier and major generals and Senior Executive Service (SES) equivalents as well as division and corps Command Sergeants Major (CSMs) who are

likely to assume senior leadership of the Army and to see this culture change through to completion. Suggested members of the guiding coalition are listed below:

Secretary of the Army

Under Secretary of the Army (Co-Chair of SESC)

Assistant Secretary of the Army (ASA) for Acquisition, Logistics, & Technology

ASA for Installations, Energy, and Environment

Deputy Assistant Secretary of the Army (DASA) for Energy & Sustainability (SEE)

DASA for Installations & Housing

DASA for Environment, Safety, and Occupational Health

DASA for Strategic Infrastructure

Chief of Staff of the Army

Vice-Chief of Staff of the Army (VCSA) (Co-Chair of SESC)

Sergeant Major of the Army (SMA)

Army Staff (G1, G2, G3/5/7, G4, G6, G8, Assistant Chief of Staff for Installation Management (ACSIM), Public Affairs Office (PAO))

Commanders, Army Commands (FORSCOM, TRADOC, & AMC)

Commanders, Army Service Component Commands

Commanders, Direct Reporting Units

Members, Army Senior Energy & Sustainability Council (SESC)

Directors, Field Operating Agencies

Office of the Chief, Legislative Liaison (OCLL)

Outside the Institution

Key members of Congress who control budget decisions for energy

Chief Executive Officer (CEO) and President of the Association of the United States Army (AUSA)

Former senior members of the Army team

2. **Characteristics of Members of the Guiding Coalition** – Guiding coalition members must be team players, trustworthy, loyal, and committed to improving the institution.
3. **Expectations of the Guiding Coalition** -- The guiding coalition assist the SECARMY and CSA in communicating the vision, modeling the change behavior, ensuring the institution's policies, procedures, practices, and systems are altered to reinforce the change, and reducing resistance to change.

Current Status: Amber

The Army G4 has started the process of building the guiding coalition, but these efforts are NOT enough. The guiding coalition must contain high-status, key Army and Secretariat leaders. The SECARMY, CSA, and SMA must take the lead in building this coalition. This task cannot be delegated.

E. Conduct Resistance Analysis and Create an Initial Plan to Address Resistance—The goal is to identify major sources of potential resistance to the change initiative and to create plans to address the resistance. Resistance is natural part of any change process. It is best for leaders to expect it, deal with it deliberately from a holistic perspective, and avoid a “we-they” mentality. A “we-they” mentality frames the change in a win-lose perspective which places leaders against members who have questions or concerns about the change. Leaders who fight resistance may create deeper entrenchment against the change.

A dominant reaction to change is ambivalence. Members may not fully see the need for change, may not understand how the change will come about, and/or be concerned about perceived adverse consequences. Thus, education and communication are two powerful tools leaders use to address members' ambivalence. Leaders use candid, personal communications to inform members about the change and address their concerns. Leaders acknowledge the short-term pain members are likely to experience such as confusion, changing comfortable work habits, being required to perform new behaviors, jobs being replaced, and/or taking on new responsibilities. The leader follows this acknowledgement of perceived short-term pain with a discussion on how the perceived long-term benefits will potentially enhance the organization and its people. The intent is to get members to see that the short-term pain is worth achieving the potential long-term benefits. See Appendix C for potential sources of resistance and methods for addressing resistance.

1. **Identify Key Stakeholders**—The intent is to identify potential key leaders to create the guiding coalition and also to identify high-pay-off stakeholders for the STRATCOM Plan. These leaders must have the positional and social power and status to legitimate the culture change initiative and address sources of resistance.

2. **Identify Mission Essential Stakeholders**—Mission essential stakeholders are individuals who must be on board to ensure successful institutional change. Guiding coalition members must persuade these strategic stakeholders to support the change.

3. **Methods to Manage Resistance**—A variety of methods can be used to address resistance, especially among mission essential stakeholders. (See Appendix C for more details). The results of this analysis and planning feed into development of the STRATCOM Plan.

F. Educate Senior Leaders—SECARMY, CSA, and SMA must ensure that senior leaders (e.g., Division Commanders and CSMs and above and SES equivalents) understand the vision for culture change regarding energy and receive training in energy stewardship skills. The Army can sustain this education function by embedding it in the new general officer and SES courses.

G. Develop Initial Plan to Implement the Change—Key leaders and representative members must develop the specific initiatives that are needed to implement the change. It is important that all major commands and secretariat agencies have representation on the team that develops the change plan. This inclusive participation taps into the collective wisdom of all parts of the Army, aligns perspectives, keeps initiatives realistic, integrates existing initiatives, and assists in getting buy-in. The plan should make use of primary embedding and reinforcing mechanisms to change the culture regarding energy stewardship.

1. Primary Embedding Mechanisms ---These mechanisms help to embed assumptions about the best way of doing business into the institution's culture.

a. ***What leaders pay attention to, measure, and control on a regular basis***—What leaders check, measure, and pay attention to communicate to group members what is important and what they must do to achieve valued outcomes (e.g., rewards, promotions, assignment). The key is to measure and hold people accountable. Suggested examples of how the Army can use these mechanisms to embed energy stewardship into its culture follow.

1). **Put the Under Secretary of the Army and VCSA in charge of implementing, monitoring, and adjusting the culture change effort regarding energy stewardship.** Senior Army leaders will report their energy stewardship and existing initiatives' (e.g., Army Operational Energy Campaign) progress to the Army Senior Energy & Sustainability Council twice per year. The SECARMY and CSA attend these semi-annual meetings to monitor progress regarding energy stewardship culture change and to provide guidance. The G4 cannot be in charge of this culture change initiative because this position does not have command authority, rank, status, or the ability to control embedding and reinforcing mechanisms. The G4 can facilitate culture change by adjusting logistics related policies, practices, procedures, and systems to support the energy stewardship culture change.

2). **Place energy stewardship metrics on all Unit Status Reports (USRs), Quarterly Training Briefs (QTBs), Daily Updates to the Commander, and other key reports for senior leaders. Use**

these existing reporting functions to embed energy stewardship in the daily practices of soldiers and units. Suggested metrics include: number of energy stewardship innovations, extensions of the duration of operations per standard energy resupply, dollars of energy savings, and overall energy usage. The key is to use metrics that promote and measure innovative stewardship behaviors and encourage competition among units. Other possible metrics include frequency of energy stewardship behaviors observed during training, external evaluations, Combat Training Center (CTC) rotations, and operations. (Note: It is important to provide local commanders with flexibility to determine what metrics make sense given their mission.)

- 3). Provide commanders with annual energy budgets and hold them accountable. Recognize and reward commanders who innovatively use and extend their energy budget during weekly, monthly, and quarterly briefs.
- 4). Incorporate an Energy Stewardship After Action Review (AAR) template in the CTCs, local training exercises, and combat operations. This tool provides units with immediate feedback on their stewardship behaviors and enables them to see the impact of energy stewardship on operations and agility for future operations. Immediate feedback is important to learning, adjusting behavior, and changing attitudes.
- 5). G3 integrates all energy initiatives into the Army's overarching change plan to embed energy stewardship into the culture.
- 6). Require Department of the Army (DA) civilians to create business plans with goals outlining how they plan to creatively leverage energy stewardship. Supervisors review the plans quarterly to recognize innovations and ensure accountability.
- 7). Develop an Energy Planning Stewardship Tool and make it part of all planning processes. This tool can assist in enhancing leaders' awareness of energy stewardship during both routine and combat operations. It serves as a means for providing members with feedback on local external evaluations, commander spot checks, and CTC rotations.
- 8). Make energy stewardship a part of all command inspection programs and evaluations. This provides units with feedback on their stewardship efforts and provides a forum for sharing best practices across organizations. It also encourages competition among units.
- 9). Direct installations to create an energy stewardship education program (training certification) to assess the effectiveness of unit and organizational energy stewardship.
- 10). Direct the Army Research Institute (ARI) to input items into its annual command assessment instruments to measure members' changes in energy stewardship behaviors both at work and at home. Suggested items include: frequency of members' stewardship behaviors at work and home, attitude towards energy stewardship, and beliefs about the purpose of the energy stewardship programs. The ARI briefs the CSA and senior leaders on the results annually.

11). Install meter on all government barracks, office buildings, and quarters to provide commanders, directors, and heads of households with timely feedback on their energy stewardship efforts. This empirical evidence assists in fostering members' energy accountability. After government facilities are metered, allocate a specific energy budget to members, including families living in government quarters. If members are under budget, they should be recognized and rewarded by sharing in the savings. Conversely, if members are over budget, they must be held accountable for exceeding their energy allotments. For the case of members living in quarters, over budget discrepancies should be presented to the post commander, who ultimately will adjudicate if service members and families must pay for additional accrued energy expenditures.

b. ***How leaders allocate resources***—The allocation of resources communicates to members the senior leader's priorities and establishes the status pecking order (higher versus lower) of competing priorities. Following are some suggestions on how the Army might use this embedding mechanism to foster energy stewardship into Army culture:

- 1). Provide funding for education and training programs to teach members effective means for promoting energy stewardship. This includes the initial education program for all members and changes to all TRADOC schools' curricula.
- 2). Provide funding to conduct analyses of major energy initiatives, including metering of government offices, housing, barracks, and facilities to determine cost-benefits and pay-backs to guide future implementation.
- 3). Allocate energy budgets to commanders and leaders to conduct operations for a fiscal year based on average-use models. If organizations are under budget, they are recognized and share in the energy savings. If, on the other hand, organizations exceed their energy budgets, leaders must justify the plus-up to their senior leaders. The intent is to focus on promoting innovation in energy stewardship while at the same time holding leaders accountable to for operating within their energy budgets.
- 4). Allocate money to meter government offices, housing barracks, and facilities to provide members with regular feedback on their energy stewardship initiatives.
- 5). Provide funding for units and individuals to fix minor energy deficiencies in barracks, motor pools, office buildings, and quarters.
- 6). Ensure suppliers offer Army organizations energy-efficient materials for government office buildings, barracks, quarters, and vehicles (e.g., light bulbs, solar panels) at affordable prices.

- 7). Allocate funds to provide families living in government quarters with voluntary, periodic energy conservation inspections and allocate funds for housing management companies to partner with residents to address deficiencies.
- 8). Provide funding for the use of green technology in future construction and in modifying existing buildings. Fund the modifications to existing office layouts to increase energy efficiency.
- 9). Allocate time for commanders and leaders to talk about energy stewardship and why it is important to the entire Army.
- 10). Continue to invest in technology to increase energy efficiencies.
- 11). Continue to invest in renewable energy sources.
- 12). Continue to fund the Army Operational Energy Campaign Plan.

c. ***Leaders' use of deliberate role-modeling, teaching, and coaching***—Members learn new behaviors and attitudes by observing their leaders. Suggestions for leveraging role-modeling to support embedding energy stewardship into the Army's culture are listed below:

- 1). Senior leaders must “walk the talk” regarding energy stewardship and take every opportunity to discuss with their subordinates the importance of energy stewardship for enhancing operations, providing agility for future operations, and reducing vulnerabilities to preserve the force. This dialogue with senior leaders is important to changing members' attitudes regarding energy stewardship and providing forums for sharing innovative ideas.
- 2). Involve senior leaders at all levels in the Army's education and training programs to discuss the importance of energy stewardship. Senior leaders can draw on historical examples to illustrate the importance of energy as an enabler to military operations: for example General Patton's race to the Rhine, General Rommel's campaign in North Africa, and the German Army's inability to refuel its armored vehicles during the Battle of the Bulge. Senior leaders also must leverage these opportunities to share how they are being energy stewards, in their organizations and as well as in their personal lives (e.g., CSA talking to pre-command course at Fort Leavenworth and SMA talking to classes at the Sergeants Major Academy). This senior leader dialogue with members is important to shaping new perspective regarding energy stewardship, getting member input, and sharing best practices.
- 3). Army PAO can help in this effort by sending out regular talking points regarding energy stewardship that senior leaders can use when engaging their subordinates or giving talks. A consistent message, from senior leaders at all levels, regarding energy stewardship assists in persuading members that energy stewardship is important to the future of the Army and is the right thing to do.

- 4). To set an example, use the Pentagon and other major headquarters as models and test-beds for energy stewardship ideas. Establish a Total Army Energy Stewardship website to share best practices that come out of the major headquarters test-beds, ask for assistance, acquire educational materials, and celebrate successes and innovations. The intent is to establish a learning community regarding energy stewardship to share lessons learned.
- 5). Ensure leaders at service entry points (e.g., West Point, Reserve Officer Training Corps (ROTC), Officer Candidate School (OCS), basic training) model energy stewardship and address its relevance for enhancing combat operations, creating agility, and reducing vulnerabilities. Leaders in these entry point organizations can have a significant impact on shaping the energy stewardship attitudes of the future leaders of the Army.
- 6). Each senior leader should create a short, locally produced video to personally communicate the sense of urgency (need), energy stewardship vision and discuss its importance using language and terms that their members understand with regard to executing their mission (e.g., Chief and Sergeant Major of Fires Center discuss how energy stewardship impacts artillery and air defense operations). After the senior leaders communicate the need and vision, average soldiers and DA civilians can model how other members can implement energy stewardship into their routines and operational work environments. These soldier and civilian role models then will promote discussions on how they apply energy stewardship in their home lives. At the end, the role models will encourage all members to become energy stewards to enhance the Army.
- 7). The SMA visits all ACOMs, ASCCs, DRUs, and instructors at Non-Commissioned Officer Professional Development (NCOPD) schools to communicate the vision and need for change regarding energy stewardship and to personally request their support. Support from non-commissioned officers is critical for the success of the culture change regarding energy stewardship.

d. ***How leaders allocate rewards and status***—What leaders recognize and reward is very likely the most potent embedding mechanism. What behaviors the institution rewards and/or allocates status to has both a short-term and long-term reinforcing function. Leaders use rewards to first change members' behavior to support the change. Overtime, repetition and rewarding the appropriate behavior will eventually change mental sets to support the change. Suggestions on how this embedding mechanism can be used to embed energy stewardship into the Army's culture follow:

- 1). Adjust the Officer Evaluation Reports (OERs), Non-Commissioned Officer Evaluation Reports (NCOERs), and Civilian Performance Evaluations to include energy stewardship. Mandate that energy stewardship goals be included on evaluation support forms and require all performance evaluations to include comments regarding energy stewardship. For example, the performance evaluations can include a one-sentence statement such as, "demonstrates continuous emphasis on energy stewardship."

- 2). Recognize and reward individuals and units that meet and exceed the standards regarding energy stewardship in terms of innovations, extension of operating duration, usage reduction, creative techniques to use energy, or creative suggestions that enable the Army to reduce energy usage.
- 3). Recognize awardees on post electronic bulletin boards, at Post Exchanges, and in the Army's STRATCOM Plan messages. The intent is to recognize champions of energy stewardship, share their innovations with the entire organization, and communicate the importance of energy stewardship to all.
- 4). Create a "Military You Tube Energy Award Program" that enables members to post energy their stewardship ideas and to receive feedback from the community. Community members can vote for the ideas they think have the most utility. This allows the Army to leverage social media to share ideas and to reward members who have innovative ideas.
- 5). Allow families living in government quarters, soldiers living in barracks, operational units, and installation support activities to keep a portion of the energy savings when they come in below their allocated baseline or energy budget. Also, recognize these "Energy Stewardship Heroes" in organization newsletters and Army post papers. This direct, positive reinforcement will increase the likelihood of future energy stewardship behaviors and changes in attitudes.
- 6). Provide incentives for contactors and members to make suggestions on how to save money through energy stewardship. Recognize awardees in newsletters and in Army post media outlets.
- 7). Create energy stewardship competitions among units, organizations, or housing areas. The organizations and housing areas that produce the most innovations (e.g., design smart phone applications) and/or save the most energy win the competition. Winners are recognized at the Army post level event and personally share in the savings. All awardees are recognized through various post-level media outlets. It is important that organizations have a computer dash-board to provide timely feedback on their own and others' energy stewardship progress.

e. ***How leaders recruit, select, promote, retain and remove members***—The requirements to join the Army team and stay on the team communicate senior leaders' priorities and the organization's values. Suggestions on how this embedding mechanism can be used to change the Army culture regarding energy stewardship include the following:

- 1). Make energy stewardship attitudes and behaviors a recruitment and selection criterion for all Army team members. This is especially important in selecting leaders for West Point, ROTC, OCS, and civilian leadership positions.
- 2). Reward members who actively support stewardship of energy with promotions. Make energy stewardship as a selection a factor to be considered by promotion boards.

- 3). Remove or do not promote leaders who fail to support energy stewardship.
- 4). Consider awarding members an “Additional Skill Identifier (ASI)” designation as an “energy steward-manager.” Assign continuing education credits and promotion points for earning the Energy Stewardship ASI.
- 5). Create Voluntary Certificate Programs, such as---Energy Marksman or Energy Greenbelt—and assign them promotion points. These programs would be similar to “master fitness” programs and the like. The intent of such voluntary programs is to encourage members to seek additional knowledge and skills to bolster their energy stewardship activities and to share them with other members of the team.
- 6). Provide team members in the units responsible for managing energy with special broadening assignments in business and the energy industries. The intent of such assignments is to provide a select group of Army energy managers who are exposed to new tactics, techniques, and procedures for energy stewardship in the various industries. Link energy assignments to key energy management jobs.

f. ***Leaders' reactions to critical incidents and institutional crises***—Crises are important in creating and promoting culture change because they heighten the emotional involvement of members and provide senior leaders with the opportunity to communicate the true values of the institution through their actions. For example, future budgets might create a crisis in terms of funding. Following is a list of actions leaders can take to promote culture change during a crisis::

- 1). Communicate to members how energy is a key enabler of combat operations and of the ability to project combat power. Leaders need to let soldiers know that the external environment (e.g., instability in the Middle East and worldwide demand for energy) and the federal budget will impact how the Army does business. Leaders should discuss how the Army's values are driving the change to an energy stewardship culture to resolve the potential crisis.
- 2). Communicate to personnel that all members of the Army need to engage in energy stewardship to enhance current operations, build future agility to project power, and enhance the ability to operate in austere environments, protect the force by reducing the need for convoys, and being good stewards of the planet.
- 3). If energy prices unexpectedly decrease, Army members still need to retain their energy stewardship mindset to build combat power, create the agility to react to unforeseen circumstances, and project power to and operate in austere regions.

2. Reinforcing Mechanisms—Reinforcing mechanisms are used to support primary the embedding mechanisms and include the artifacts describe below.

a. **Institutional design and structure**—It may be necessary to adjust the institution's design and structure to meet the demands of the external environment and to support the culture change. In this effort, it is necessary to review and determine if functions (e.g., logistics, human resources, marketing, operations, etc.) must be adjusted to support energy stewardship culture change. Suggestions of how the Army might use this reinforcing mechanism to support the energy stewardship culture change follow:

- 1). Create a power manager position at the brigade level and a corresponding civilian equivalent to advise commanders and leaders and to oversee energy operations.
- 2). Create or appoint a senior executive or flag rank leader as "Chief Energy Officer" to assist in overseeing and supporting energy stewardship initiatives on senior staffs. For example, make the Under-Secretary of the Army and VCSA a "Co-Chief Energy Officers/Executive" to lead this effort.
- 3). Evaluate the Army Engineer Structure—Review the sapper focus to determine if the Army requires more engineers with greater general engineering competencies and background, to include power and energy.

b. **Institutional systems and procedures**—Training and Doctrine Command (TRADOC) must play a key role in this energy stewardship culture change initiative by leveraging the Army's education system and training procedures. Following are Below are suggestions on how the Army might use this reinforcing mechanism to assist in embedding energy stewardship into the culture:

- 1). TRADOC develops a chain-teaching-program (e.g., interactive video) that educates all members on the importance of energy stewardship, how to engage in stewardship behaviors both at work and at home, and how to develop a stewardship mindset.
- 2). TRADOC incorporates blocks of energy stewardship instruction into all programs and integrates them throughout the curricula (e.g., part of culminating exercises).
- 3). West Point integrates energy stewardship into its curricula and military training.
- 4). Accession commands ensure that all commissioning sources include energy stewardship in their education curricula and training programs.
- 5). DA provides scholarships, commissioning slots, and choice of post to encourage cadets to major in energy-related fields.
- 6). Army agencies encourage West Point and ROTC cadets to become involved in existing energy initiatives through funding opportunities and internships.
- 7). TRADOC ensures that energy stewardship is incorporated and integrated into the CTC programs (e.g., pre-training programs, energy AAR) and the planning process.

- 8). Senior commanders and supervisors require all subordinate organizations to integrate energy stewardship into their routine and tactical standard operating procedures, command inspection programs, reporting systems, and budget processes.
- 9). ACSIM encourages Army Community Services to provide energy stewardship training to Army families with the intent to shape the energy stewardship mindset.
- 10). Encourage Department of the Defense (DOD) schools to include energy stewardship education and training for students. Schools and Army post leadership can partner to host competitions to encourage energy stewardship innovations among students. The intent is to shape an energy stewardship mindset in young Army family members.

c. **The use of formal statements of institutional philosophy and creeds**—Formal organization statements (e.g., Army values and Warrior Ethos) communicate important values and the attitudes necessary for successful completion of the mission and for internal coordination. Suggestions for the Army to leverage this reinforcing mechanism to assist in embedding energy stewardship into its culture include the following:

- 1). SECARMY and CSA should consider reviewing the Army's core values to determine if stewardship should be added or linked to an existing value such as duty.
- 2). SECARMY and CSA require leaders to include energy stewardship in command philosophies and operating principles.

d. **Rites and rituals of the institution along with stories about important events and people**—Organizations use rituals and stories to communicate important values, attitudes, and behaviors that lead to success. Suggestions for the Army to leverage this reinforcing mechanism to assist in embedding energy conservation into its culture include the following:

- 1). The SECARMY and the CSA host an annual "Energy Stewardship Heroes" celebration to recognize the individuals, organizations, housing areas, installations, and agencies with the best energy stewardship initiatives and savings. Coverage of the event and stories about the awardees should be communicated via all available media. Awardees can be presented with professional plaques appropriate for display in quarters, offices, barracks, headquarters, and installation boards to identify them as members of the Army's Energy Stewardship Team of Excellence.
- 2). Senior leaders use stories about local energy heroes to talk to members about the importance of energy stewardship and how it enhances the Army's future capability to project power and respond to unforeseen requirements.

e. **The design of physical space, facades, and buildings**—The design and appearance of buildings assists in communicating important values, norms, and mindsets.

Suggestions on how the Army might use this reinforcing mechanism to assist in embedding energy stewardship into the culture are as follows:

- 1). Leverage green technology (e.g., thermo-pane windows, green roofs, water reuse, solar panels) in new construction and modify existing structures to incorporate green technology.
- 2). Leverage renewable energy resources (e.g., solar cells and wind power) for facilities.
- 3). Inspect facilities to make recommendations to adjust layouts to make them more energy friendly and provide the resources to do so.
- 4). Assess operational shelters for R-values and make this an important purchase criterion.
- 5). Use technology to de-energize spaces in buildings when people are absent. This includes encouraging the use of mobile applications for smart phones to reduce energy use in barracks and offices and the use of sensors to collect data to determine who or what is consuming the most energy.

H. Develop the Strategic Communication (STRATCOM) Plan for the Change Vision and Strategy—The SECARMY and CSA oversee creation of the plan to communicate the change vision to all members of the institution as quickly as possible when the Launch Phase is executed. Considerations for creating the STRATCOM Plan are outlined below:

1. **Engage and Gain Mission Essential Stakeholders Support**—Ensure mission essential stakeholders are engaged to gain their support for the energy stewardship culture change before announcing it publically.
2. **Leverage all Venues**—Leverage all venues to disseminate the change message (e.g., use energy stewardship video, energy stewardship games, social-media). All members must understand the need for change and how energy stewardship enhances operations, saves lives, and builds agility for the Army and the nation.
3. **Integrate and Synchronize with Change Strategy**—Ensure that the STRATCOM Plan sets the conditions for each change initiative. Army service members and civilians must know the purpose of the initiative, how it fits into the overall strategy, and its possible impacts. The STRATCOM Plan also must announce venues and methodologies for obtaining feedback and input from members.

Phase II: Launch

Phase II begins when the change vision is created, the guiding coalition is formed, and the initial campaign plan is developed. Phase II ends when initial change activities and STRATCOM Plan have been implemented.

“Opportunities multiply as they are seized.”—Sun Tzu

The purpose of Phase II is to communicate to members that the old way of doing business regarding energy is no longer acceptable. The essence of this phase is to gain support for the change by capturing the hearts and minds of the majority of the Army's members so they understand the need for change and realize that the old way of doing business is gone forever. The guiding coalition must take advantage of the disequilibrium that is created by the initial change initiatives to change members' behaviors and thoughts regarding energy stewardship. Capitalizing on the opportunities created during the initial change events creates momentum for future change initiatives as illustrated by the above-mentioned Sun Tzu quotation.

Key Senior Leader Tasks

A. Communicate the Need—Execution of the STRATCOM Plan

1. The CEO delivers the Change Message—The SECARMY, CSA, and SMA should deliver the message about the need for change in a simple, jargon-free format. A two-part creative video that includes the SECARMY, CSA, and SMA discussing the strategic and operational needs for energy stewardship and linking energy stewardship to the Army's ability to project and sustain power. The first part of the video shows what the Army will look like in five years if it does not adopt an energy stewardship mindset. The intent is to create a “burning platform” mindset in members. If members found themselves on a burning platform, they must make some change to survive the fire. This analogy applies to the energy stewardship change effort. The senior leaders must use words and data to create the “burning platform” that the Army is on if it does not adopt energy stewardship. The way the Army can get off the “burning platform” is to follow the senior leaders' vision regarding energy stewardship. The SECARMY, CSA, and SMA communicate the need for change by highlighting the impact of no energy stewardship mindset on force projection and sustainment, daily operations, training readiness, and budget. Next, in part two, the SECARMY, CSA, and SMA emphasize the sense of urgency for change and provide a vision for the better future through energy stewardship. Members must understand that if the Army does not implement this change, future ability to perform its mission is at risk. The SMA and soldiers talk about the tactical need and how energy stewardship can enhance life-support, reduce soldiers' loads, and decrease the need for resupply convoys. If the CEOs of the institution-- the SECARMY and the CSA – cannot deliver the message about the

need for change, their designee for delivering that message must have unquestioned credibility, status, and legitimacy within the Army.

2. Leverage all Media Venues--Use different methods and forums to communicate the same message to different audiences, at the highest and lowest levels of the organization. Use relevant symbols and icons to help service members to understand and remember (e.g., Sergeant Energy, metaphors, or analogies) the message.

a. **Use Storytelling to Communicate the Message**---The importance of the change leader's story cannot be underestimated in getting group members to attend to, understand, and remember the message. Stories, if possible, should describe locally known energy stewardship heroes who are using innovative methods to be good stewards of energy. The keys to effective storytelling are to recognize the efforts of the hero, to share best practices of how to achieve energy stewardship, and to communicate the importance to and/or impact on the entire organization.

b. **Repetition of Change Message Enhances Learning**---Repeat the change message often to assist group members in understanding and learning about change.

c. **Shape Meaning Regarding Inconsistencies**---Leaders need to address any inconsistencies between the message and the way the institution currently operates until all change initiatives have been implemented. Proactively addressing inconsistencies helps to maintain the credibility of the senior leaders and promote the change effort.

d. **Dialogue is Critical for Group Members' Commitment to the Change**---To gain members' commitment, it is important to give them an opportunity to discuss and offer feedback on the change in a group setting. Such sharing of values, norms, and beliefs is an essential characteristic of culture. These dialogues also offer leaders an opportunity to shape members' perspectives regarding energy stewardship, to gain an understanding of their concerns, to capture their ideas, and to obtain their commitment.

e. **Deliver the Message in Person**---CEOs who have led successful change initiatives have invested time in travelling to personally talk with all members of the institution about the need and vision for change. Investing time to talk to group members demonstrates to the members the importance of the change and the CEO's respect for the people who will make it happen.

f. **Change Way of Thinking**---The goal of communicating the message is to encourage members to view the context differently (e.g., change the way they view energy use and understand why it is important to be good energy stewards) and to position the institution for future success. Members must understand the old way of doing things is no longer acceptable.

B. Initial Change Activities---It is important to plan and execute a significant activity at the outset of an institutional change effort. This activity or event must capture attention, provide focus, and create the reality that the change effort is launched and that it is not merely an

exercise. The event should be symbolic and should motivate members to change their energy usage habits. It is also important that the initial change event be integrated into the STRATCOM Plan. Following are some suggestions for the Army to consider as initial significant activities:

1. **Senior Leader Planning Session**---Call together all senior Army commanders and secretariat leaders together for a two day planning session on energy stewardship change initiatives. The goal of this planning session is to gain senior leaders' participation in crafting the change vision, identifying key stakeholders, developing the communications plan, gaining commitment, and sharing best practices on how to most effectively implement change activities. We recommend holding the sessions before launching the Energy Stewardship Video and Chain Teaching Program.
2. **Energy Stewardship Video and Chain Teaching**—The SECARMY, CSA, and SMA jointly announce the Energy Stewardship initiative at a national forum such as the AUSA's annual convention. Following the formal public announcement, the Energy Stewardship Video and Chain-Teaching-Program are released. The video includes the SECARMY, CSA, and SMA discussing the need for change, communicating the vision for change, and discussing how energy stewardship enhances operations, increases agility to project power into and operate in austere regions, and saves lives. The video also shows how change is linked to the Army's core values (e.g., Loyalty, Duty, and Integrity) and mission (e.g., fight and win our Nation's war throughout the world).
3. **Impact the Entire Institution**---The initial change activities must impact the entire institution. In this effort, it is useful to conduct an Army Energy Stewardship Stand-down. This involves, for example, allotting commanders two-days to communicate the change vision; engage members in a dialogue; conduct interactive education programs about how to be good energy stewards at work and at home; provide resources to correct minor deficiencies found in the work place; provide members with time to correct energy deficiencies in their homes; gain support from legislatures to provide tax incentives for service members to buy energy-efficient appliances for their quarters and barracks.

Phase III: Execution and Implementation

Phase III begins when all initial change activities and the STRATCOM Plan have been implemented and ends when the initial levers (i.e., embedding mechanisms) have been put in place.

“He who is prudent and lies in wait for an enemy, who is not, will be victorious.”—Sun Tzu

The purpose of Phase III is to sustain disequilibrium. The tasks of key leader include celebrating short-term wins to continue to build momentum, continue to hold people accountable, and deal with unexpected consequences. A key aspect of this phase is to use multiple embedding and reinforcing mechanisms to continue to build the change momentum.

It is necessary to push continuous execution of the STRATCOM Plan and to update it as necessary so that it repeats and emphasizes the change vision and communicates to members the achievements to date. This facilitates change in perspective, reduces the resistance to change, and promotes the understanding that the change will take place and that the institution will be better for it. Senior leaders also need to continue to change the organization's policies, procedures, practices, and systems to support and reinforce the change and to assist in embedding energy stewardship into the culture.

Another key aspect of Phase III is to continue to reduce resistance to change by co-opting associates, promoting change leaders, and, if necessary, removing leaders who oppose the change. Patience and disciplined execution of the change strategy will demonstrate that resistance is imprudent and ineffective, as Sun Tzu's above quote highlights.

Key Senior Leader Tasks

A. **Celebrate Short-term Wins**—The change strategy and plan should ensure early achievement of short-term goals, which will provide additional momentum for the change. The change plan milestone list (see Appendix D for a suggested Short-Term Win List) provides direction, assigns responsibilities, and allows members to measure their progress, which increases motivation and momentum. Such short-term wins are linked to long-term strategic objectives, which in turn lead to realizing the vision. It is important for leaders to celebrate and recognize the members who have contributed to the short-term achievements. Leaders also need to assist members in making the link between the short-term achievements and the overall change plan to enhance the Army's overall energy stewardship.

B. Encourage Broad-Based Participation, Empowerment, and Action—Promoting grass roots efforts to implement the change plan provides leaders with a means to tap into members' collective knowledge and wisdom, encourages initiative and creativity, aligns perspectives---remember, culture is shared and transmitted among members---and fosters commitment to the change. It is important to encourage members to use all available means (e.g., social media) to share their best practices. This broad-based empowerment and participation makes the energy stewardship change initiative a total Army team effort.

C. Form a Representative Group to Implement and Assess Change Initiatives—It is useful to form a team, with representatives from multiple groups, that is responsible for executing change initiatives, for gathering feedback on the effectiveness of the different initiatives, for reporting progress to senior leaders and managers of the STRATCOM Plan, and for providing input for adjustments to the change plan, as needed and based on senior leaders' guidance. We recommend the Under Secretary of the Army and VCSA leverage the Army Senior Energy & Sustainability Council to perform this function.

D. Affirm Commitment and Hold People Accountable

1. **Maintain a Systems Approach to Change**---Realize that you are introducing change into a living system and that the system needs time to evolve and adjust to the change. Leaders must exercise patience and persistence to allow initiatives to mature and have an effect that can be adequately assess.

2. **Assess, Analyze Data, and Adjust**---Leaders use assessment mechanisms embedded in each change initiative to assess the effectiveness of the initiative and make adjustments as needed.

3. **Expect the Unexpected**---Understand that changes to a living system may have unexpected consequences, both positive and negative. Leverage the positive unexpected consequences and adjust for the negative consequences.

4. **Keep a Long-Term Perspective**---Post-launch execution and implementation can be difficult and risky for SECARMY and CSA because they have introduced anxiety into the institution that can impact short-term attitudes and performance.

5. **Be Open and Sympathetic, but Hold People Accountable for Changes**---Senior leaders should be open and receptive to subordinate feedback, but also must hold the collective's "feet to the fire" regarding the change.

6. **Focus on Managing Group Members' Anxiety**---Initiating the change will draw the Army out of its comfort zone, and it is important to manage the associated stress through personal communications with group members and through education efforts.

7. **Deal with Avoidance Mechanisms**---Avoidance mechanisms often emerge during Phase III, such as blaming, scapegoating, and appealing to authority figures. We strongly recommend that no sub-organization be given a “free pass” regarding the requirements to implement energy stewardship initiatives. Change momentum comes from uniform implementation and execution on the designated institutional timeline.

E. Additional Senior Leader Actions to Manage Organization Anxiety

1. **Expect Push-Back**—Push-back is a natural reaction to change. Listen to group members' concerns, do not get defensive, display patience and understanding, repeat the need and vision of how the institution will be better with change, and hold people accountable to implement the change.
2. **Consistency**—Senior leaders must model behaviors and attitudes that support the change and must consistently hold all members accountable.
3. **Perseverance**—Senior leaders must have willpower and determination to continue pushing for the change when members become tired of change efforts and resistance to change increases.
4. **Continuously Repeat the Change Message in Person**—Senior leaders must continually explain why we need to change, how we will be better off after the change, and share successes to date. Senior leaders' repetition of the message by personally engaging with service members assists in several ways. First, it assures members that the change will happen, which promotes acceptance; second, it alleviates fears among members and provides senior leaders with the opportunity to hear concerns directly from group members; third, it helps senior leaders identify resistance that they may need to be addressed. This personal engagement with group members also provides senior leaders with the opportunity to shape their intent and gain members' support. Given that people are the heart and soul of the institution, leaders must engage them on a personal level and as valued teammate to win hearts and minds.

F. Leaders Continue to Use Multiple Methods (Primary Embedding and Reinforcing Mechanisms)—Senior leaders must use multiple embedding and reinforcing mechanisms to build momentum and start the process of locking in change.

Primary Embedding Mechanisms

1. **What leaders pay attention to, measure, and control**—Require organizations to report energy stewardship metrics on USRs and QTBs; incorporate energy stewardship assessments in Command Inspection Programs; and have CTCs provide their units' Energy AARs within 90 days of launch of the change plan.

2. **How leaders allocate resources**—Ensure funding is available for energy stewardship education and training programs, self-help energy stewardship initiatives, and energy assistance visits on launch of the change initiative. Allocate organizational commanders and leaders energy budgets at the start of the next fiscal year. Fund metering of all government facilities, including quarters. As soon as a facility is metered, provide members with feedback on their energy stewardship efforts over a period of time to establish a baseline. After a baseline has been established, the organization responsible for the facility is given an energy budget. The goal is to have all facilities metered within four years of launch.

Fund the use of green technology in future construction and the integration of green technology into existing facilities. The goal is to have 40% of Army facilities using green technology within the next 10 years.

3. **How leaders use deliberate role-modeling, teaching, and coaching**—Encourage senior leaders to continue to model energy stewardship behaviors and engage members about the energy change vision within 30 days of launch. Engagement sessions with members will help communicate and clarify the vision, obtain feedback, and shape the purpose of the change. In addition, CSA and SMA can speak to pre-command courses about the energy culture change vision and obtain their feedback (e.g., the Sergeant Major Academy and War College Classes) within 60 days of launch.

4. **How leaders allocate rewards and status** – Local commanders start to recognize Energy Stewardship heroes within 60 days of launch. Require energy stewardship goals to be included on performance evaluation support forms within 120 days of launch. Modify the OERs, NCOERs, and Civilian Performance evaluations to include energy stewardship comments within 180 days of launch. Include energy stewardship in guidance to promotion boards within 18 months of launch. Have the SECARMY and CSA host the first annual Energy Stewardship Awards within 12 months of launch

5. **How leaders recruit, select, promote, retain, and remove members**—Include energy stewardship as a recruitment and selection criterion within 180 days of launch. Within 120 days of launch, ensure that energy stewardship is one part of the local promotion boards' selection criteria. Within 18 months, ensure that energy stewardship is included in guidance to centralized promotion boards.

6. **How leaders react to critical incidents and institutional crises**—Leaders must use Army values and priorities as a guide to allocating energy resources in a crisis situation.

Reinforcing Embedding Mechanisms

7. **Adjust design and structure, as necessary, to support change**—Arrange institutional functions (e.g., operations, human resources, logistics), levels of responsibility and decision-making authority; create new positions; and adjust lines of communication.
 8. **Adjust systems to support change**—TRADOC incorporates and integrates energy stewardship into all education curricula and training programs within 12 months of launch. CTCs provide units' energy stewardship AARs and incorporate energy stewardship into the planning process within three months of launch. All commissioning sources integrate energy stewardship into their education and training programs within 12 months of launch. Commanders and leaders adjust their reward systems to recognize and acknowledge members who demonstrate outstanding and innovative energy stewardship within 60 days of launch.
 9. **The use of formal statements of the Army's philosophy and creeds**—Require commanders and leaders to include energy stewardship in their command philosophies within 90 days of launch. Ideally, leaders will adjust their command philosophies before talking to their organization members about the change vision and need.
 10. **Leverage rites and rituals of the Army along with stories**---The SECARMY and CSA host an annual Energy Stewardship Celebration and establish an Energy Stewardship Day within 12 months of launch. The SECARMY and CSA might consider launch day as the annual Energy Stewardship Day.
- G. **Execute Resistance Reduction Strategy**—Focus strategy interventions at all levels of the institution---individual, group, and system---while leveraging the STRATCOM Plan (see Appendix C).

Phase IV: Sustaining the Change and Embedding in Culture (most difficult phase)

Phase IV begins when embedding and reinforcing mechanisms are in place and ends when group members perceive the change as the normal way of doing business.

“For them to perceive the advantage of defeating the enemy, they must also have their rewards.”
—Sun Tzu

The purpose of Phase IV is to maintain the momentum and prevent the institution from returning to its previous equilibrium. Change will take place when a **critical mass** (tipping point) –of the organization (75-85%) – modifies its behavior and proclaims its belief that the new way of doing business and thinking is best.

Key Senior Leader Tasks

A. Deal with Unanticipated Consequences—This is critical to maintaining momentum. Change in a living system is non-linear: there will be fits and starts to any change effort. Senior leaders must expect the unexpected and have patience to let the change evolve. They also must assess all change initiatives and use the results to make adjustments as needed.

B. Maintaining Momentum of the Change—Senior leaders continue to use embedding and reinforcing mechanisms and new initiatives to keep building the momentum for change.

1. **Maintain Disequilibrium**—For institutional change to maintain momentum, resettlement must not be allowed. This is defined as “successive approximation,” which means the institution continues to move along towards the end state via successive shocks to keep it in disequilibrium, and keep its momentum toward the end state. The institution naturally will strive to seek a new state of equilibrium or to move back to the old way of doing business. Thus, leaders must maintain the disequilibrium to continue movement toward the desired end state.

2. **Emphasize the Need for Change**—The desire to survive is a powerful momentum builder. Repeat the message about the need to change and how the change will enable the Army to better accomplish its mission in the future.

3. **Connect the Dots**—Leaders must make a special effort to highlight how members’ day-to-day efforts are contributing to achieving the change objectives and vision. This linkage and the sense of contributing to the greater good of the Army will enhance members’ motivation by providing meaning and purpose to their energy stewardship behaviors.

4. **Celebrate and Communicate Progress**—Measure progress, communicate achievements through multiple venues, and celebrate victories. Keep members informed about achievements to date, about how these achievements are affecting overall energy stewardship performance, and about overall progress toward the end state.
5. **Continuously Refine Reward System**—Experiment with new and different ways to reward members for appropriate change behavior.
6. **Hold-Off on Declaring Victory**—Senior leaders must take care not to declare victory too early in the change effort. Initial achievements may give the impression that the change has happened and provide leaders a false sense of achievement. The institution as a whole must adjust its structure, policies, procedures, practices, and systems to reinforce the new way of doing business---this takes time. Also, members must see that the new way of doing business actually works; only then will they understand that this is the “new normal” way of doing business. This change takes time, attention, and leader persistence.

C. Implementation Team

1. **Senior Leaders Continue Engagement**—It is critical to maintain the institution's focus on the change effort.
2. **Assessment of Outcomes**—The team continues to assess change initiatives to determine if goals are being met, members' perceptions are changing, and the problem is being resolved.
3. **Adjustment of the Plan**—Based on the assessment feedback and senior leaders' guidance, the implementation team adjusts the change plan.
4. **Learning Orientation**—The team collects lessons learned and best practices regarding the change and shares them with the entire institution via website, LISTSERV, or other methods. It is necessary to ensure this process is linked into the STRATCOM Plan.
5. **Regular Meetings and Reporting Requirements**—The Implementation Team should meet on a regular basis and have a requirement to report the progress of the change semi-annually to the Army Senior Energy & Sustainability Council.

D. Successors (Remember: Change efforts on this scale may take 7--10 years)

1. **Follow-on Senior Leaders Are Part of Change Team**—Ensure senior leader successors are part of the change coalition to keep continuity in the vision and to maintain the momentum for the change.

2. **Recruit and Promote Leaders Who Believe in Change**—Appoint new leaders who believe in the change to maintain momentum. This process will counter the potential for “tired thinking,” old norms, and group-think.

E. Launching New Initiatives---Identify and launch new initiatives – e.g., new technology, new programs, change policies and procedures, update education programs, change rewards – that renew institutional members’ enthusiasm, spark new ways of thinking, and continue to move the institution along the path towards the end state.

F. Continue to Embed Change in the Culture—Continue to change policies, procedures, practices, and systems to embed the change in the culture. Key mechanisms for embedding change are the education, promotion, and reward systems. Senior leaders should focus on the education programs that socialize and assimilate new members into the institution. In this effort, it is necessary to leverage primary embedding mechanisms and reinforcing mechanisms.

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Acknowledgements

The authors thank the following professionals for reviewing the strategy and providing suggestions that enhanced it:

Professor W. Warner Burke, Chair, Department of Organization and Leadership, Teachers College, Columbia University

Professor Donald Campbell, Department of Behavioral Sciences & Leadership, U.S. Military Academy at West Point

Professor Stephen Gerras, Department of Command, Leadership, & Management, U.S. Army War College

Colonel Tim Hill, Director of Operational Energy and Contingency Basing for Office of the Assistant Secretary of the Army for Installations, Energy, & Environment

Major General James L. Hodge, Commanding General, U.S. Army Combined Arms Support Command and Sustainment Center of Excellence, Fort Lee

Mr. Richard Kidd IV, Deputy Assistant Secretary of the Army for Installations, Energy, & Environment (Energy & Sustainability)

Colonel Bruce McPeak, Director of Materiel Systems, Combined Arms Support Command, Fort Lee

Colonel Paul Roege, Chief Operational Energy Office (G-4)

Appendix A: Burke-Litwin Organization Performance and Change Model



Notes: The Burke-Litwin model assists leaders in visualizing the factors that influence organizational performance and their interdependencies. The blue boxes represent factors that prompt transformational change; the red boxes are factors that require transactional or incremental change. The model is a useful for diagnosing and planning organizational change efforts.

Appendix B: Elements of an Effective Vision and Suggestions to Gain Commitment

Elements of an Effective Vision

- a. **Memorable, Simple, and Clear**—the vision must clearly convey a picture of what the future looks like (e.g., use stories or analogies to create the visual).
- b. **Inspires and Motivates Members**—the vision must appeal to the higher order purposes and/or long-term interests of the group and its constituents (e.g., energy stewardship enhances operations, saves lives, and provides agility).
- c. **Realistic**—the vision must communicate realistic and obtainable goals (e.g., reduce energy usage across the Army by 20% through stewardship, leveraging renewable energy sources, and technology).
- d. **Provide Direction and Allow Initiative**—the vision must be clear enough to provide guidance and flexible enough to allow for individual initiative.
- e. **Aligns with Values and Purpose**—The vision must relate how the new way of doing business is congruent with the institution's purpose and values (e.g., energy stewardship relates to the ability to accomplish the Army's mission, its duty to protect soldiers, and trust with fellow citizens to wisely use resources).
- f. **Concise**—the vision must be easily communicated in less than one minute. An example of a brief statement that might capture the vision is, "Every member is an energy steward and contributes to building and projecting combat capabilities."

Develop Commitment to the Vision

- a. **Senior Leader Participation is Key**---Wide-scale participation by senior leaders in creating the vision is important in gaining the leaders commitment to the change and crafting a change plan. The senior leaders are the ones who must execute the change plan.
- b. **Co-opt Important Stakeholders**—invite key stakeholders to participate in creating the vision to gain their expertise and support to ensure successful change (e.g., members of Congress).
- c. **Senior Leaders' Engagement in Communication of the Change Vision**---Senior leader involvement in communicating the vision builds support and commitment for the change (e.g., SMA, Sergeants Major Academy, and others).

- d. **CEO is Responsible for Vision and Change Symbol**—The CEO has ultimate responsibility for ensuring that the vision is crafted in such a way that it provides the institution with clarity of direction.

Appendix C: Sources of Resistance and Methods to Manage

Sources of Resistance

- a. **Ambivalence**---Members have doubts concerning if the change will work, how the change will unfold, and/or if the perceived short-term costs will be worth the perceived long-term gains.
- b. **Negative Impact on Interests**—Individual has the potential to lose status, resources, or influence.
- c. **Overly Attached to Old Culture**—Individual has an affinity to the old culture and/or old ways of doing business.
- d. **Rigid Perspectives or Mental Models**—Individual is fixed in his or her view of the world and /or institution and is not opened to new perspectives.
- e. **Clashes with Values or Beliefs**—Individual perceives that the proposed change is conflict with personal or institutional values and beliefs.
- f. **Breach of Personal Compact (formal, social, or psychological)**—Individual believes that the change breaches the personal compact the institution has made with its members (e.g., charging members for medical costs despite the fact that when they were recruited there was a promise of free dental and medical care as a key benefit, or changing the retirement system).
- g. **Do not See the Need**—Individual does not perceive a need to change the institution or ways of the ways of doing business.
- h. **Too Much Change**—individual feels there is too much change occurring at the time and that the new initiative can wait.
- i. **Disagree with How the Change is Being Led**—Individual believes that the execution of the change strategy is not appropriate.
- j. **Perceived Efficacy** – Individuals might not have the necessary knowledge, skills and abilities to execute the change. If not, this is a need to develop the necessary knowledge, skills, and abilities before executing the change strategy. Lack of perceived efficacy is a major source of resistance and anxiety.

Methods to Manage Resistance

- a. **Communicate and Educate**—Use to address resistance that is due to lack of information or misinformation.
- b. **Involvement**—Use when members concerns about the change are linked to perceptions of being excluded from providing input to the change plan.
- c. **Facilitation and Support**—Use when members' resistance is due to anxiety and uncertainty.
- d. **Negotiation**—Use when the member has a strong position and can undermine the change efforts.
- e. **Manipulation and Co-opting**—Use as a last resort when there is a lack of time or resources to negotiate.
- f. **Coercion**—Use as a last resort when immediate compliance is required and members have little capacity to resist. Coercion might gain compliance (short-term change of behavior) and, most likely, also will build resistance or entrench against the change.

Appendix D: Suggested Short-term Win List²

Initiative	Time of Goal from Launch	Responsible Agent	Status
Change vision and need communicated and discussed with all members	30 days	All brigade-level and above commanders and leaders	
CSA and SMA engage pre-command courses and Sergeant Major Academy and War College classes	60 days	CSA and SMA	
Reward policies are adjusted to recognize and reward energy stewardship heroes	60 days	Company-level and above commanders and leaders	
Commanders and supervisors are required to include energy stewardship into their command philosophies	90 days	All commanders and supervisors	
Initial education program completed with all members	90 days	All platoon-level and above commanders and leaders	
Energy stewardship metrics reported on USRs	90 days	All commanders	
Energy stewardship metrics reported and discussed at QTBs	90 days	TRADOC	

² This is an optimistic, aggressive view of potential short-term wins expected from implementation of this strategy. In some cases, realized successes could potentially take longer.

The Proposed Change Strategy to Embed Stewardship into the Army's Culture

Energy stewardship incorporated into organizations' command inspection programs	90 days	Brigade-level and above commanders and leaders	
CTCs provide units with Energy Stewardship AARs	90 days	TRADOC	
Start metering all government facilities for energy use	120 days	G4	
Energy stewardship is one part of local promotion boards' selection criteria	120 days	G1, battalion-level and above commanders and CSMs	
Energy stewardship goals are included on support forms for all performance evaluations and business plans	120 days	G1	
Pentagon and major Army headquarters are established as test-beds for energy stewardship	180 days	CSA and VCSA	
Commanders and supervisors allocated energy budgets	180 days	Senior Commanders and Leaders	
Realize a 10% savings in total Army energy resources through more efficient use	180 days	SECARMY and CSA (All senior commanders and leaders)	

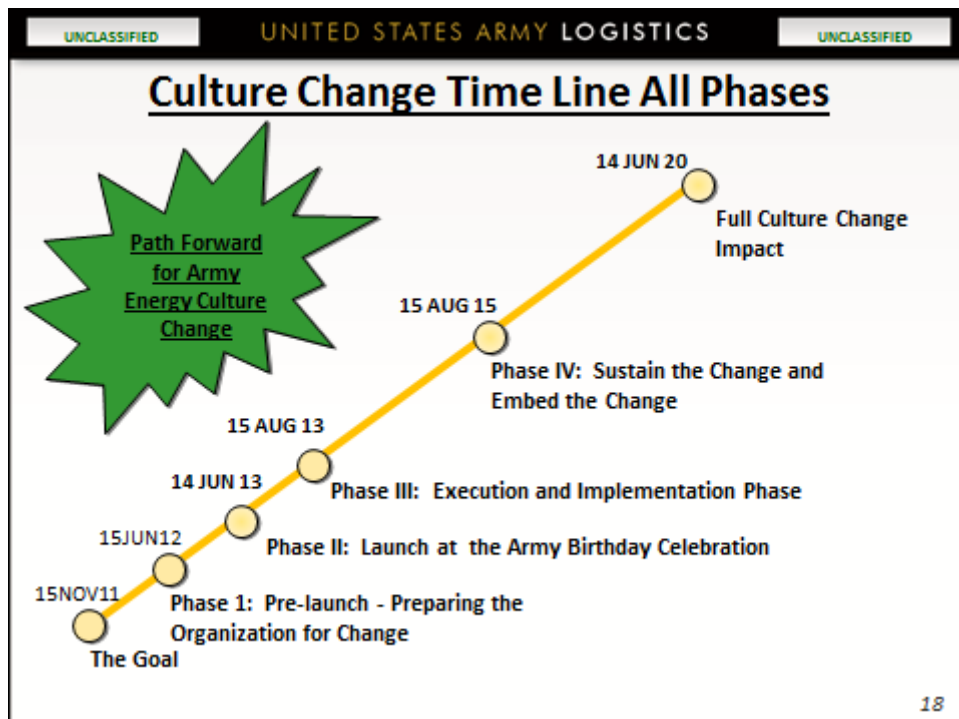
The Proposed Change Strategy to Embed Stewardship into the Army's Culture

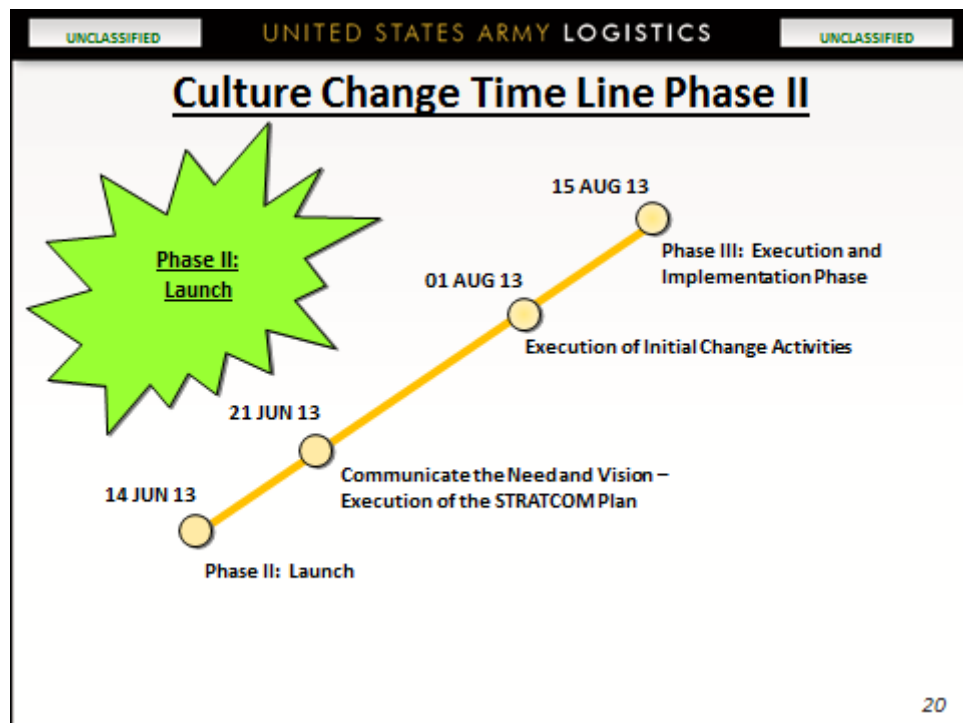
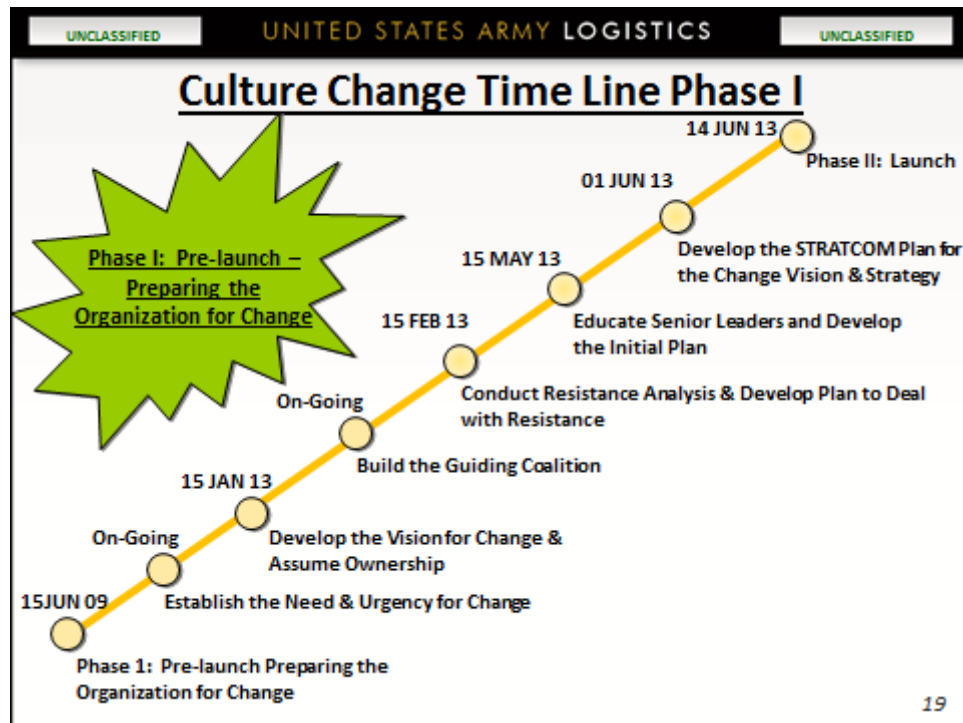
Start including energy stewardship comments on OERs, NCOERs, and civilian performance evaluations	180 days	G1	
Energy stewardship is part of recruitment and selection criteria	180 days	G1	
Change Implementation Team provides the Army Senior Energy & Sustainability Council first progress report	180 days	VCSA and Implementation Team Chief	
Installations are executing Energy Stewardship Education Programs	180 days	Installation commanders	
Voluntary Energy Stewardship Certification Program is up and running	180 days	TRADOC	
All Army education programs, including commissioning sources, have integrated Energy Stewardship into their curricula	365 days	CSA and TRADOC	
ARI collects data on members' energy stewardship behavior and report results to ASESC	365 days	G1	

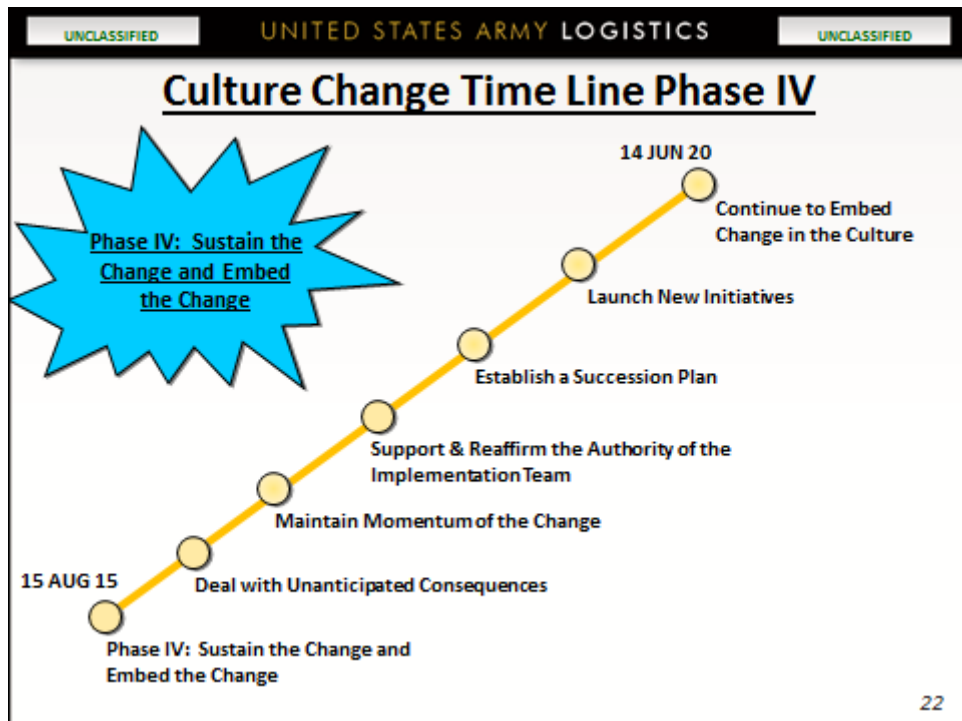
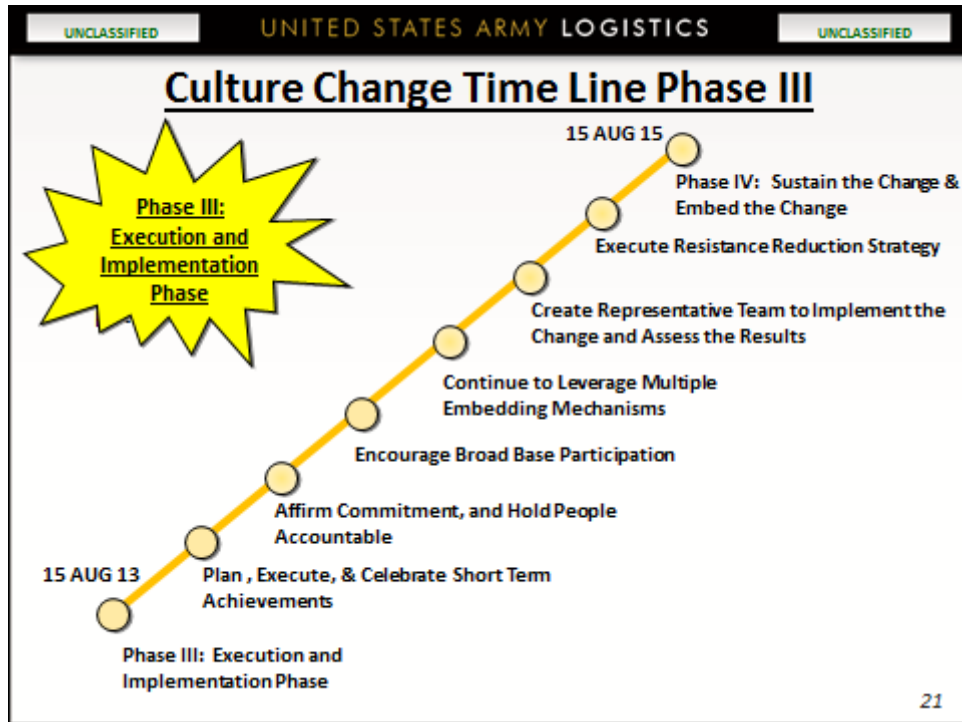
The Proposed Change Strategy to Embed Stewardship into the Army's Culture

Conduct the first annual Army Energy Stewardship Award Celebration	365 days	SECARMY and CSA	
Energy stewardship is included in guidance to centralized promotion boards	545 days	SECARMY and CSA	

Appendix E: Proposed Timeline







Appendix F: AOECF Near-Term Tasks (Fiscal Years 12-13)

AOECF-1: Develop and promulgate strategic communications to inform and educate key leaders and stakeholders on the Army's operational energy initiatives.

- Associated ICD Gaps(s): 11
- OPR: ASA(IE&E)
- OOCR(s): ASA(ALT), ARSTAF, AMC, TRADOC, ASCCs, DRU(-)
- 1.** SECARMY and CSA jointly announce the Energy Stewardship initiative at a national forum such as AUSA's annual convention.
 - OPR: HQDA G-4 coordinate announcement with AUSA
 - OCR: CSAPAO
- 2.** In conjunction with announcement, release Energy Stewardship Video and Chain Teaching
 - OPR: TRADOC produce video and initial teaching points
 - OCR: G-4 provide consultants and coordination.
- 3.** Gather all senior Army Commanders and Secretariat leaders together for two-day planning session on energy stewardship change initiative. The goal of this planning session is to have senior leaders' participation in crafting the change vision.
 - OPR: HQDA G-4 announces and coordinate on behalf of CSA
- 4.** Conduct an Army Energy Stewardship Stand-down. Give commanders two-days to: communicate the change vision; engage members in dialogue; conduct interactive education programs about how to be good energy stewards at home and at work; provide resources to correct minor deficiencies found in the work place; provide members with time to correct energy deficiencies in their homes; gain support from legislatures to secure service members' tax incentives for service members to buy energy efficient appliances for their quarters and barracks.
 - OPR: HQDA G-4 announce and coordinate on behalf of CSA
 - OCR: CSAPAO
- 5.** Commanders and leaders include energy stewardship in their command philosophies within 30 days of launch.
 - OPR: HQDA G-4 coordinate on behalf of CSA
 - OCR: CSAPAO
- 6.** Local commanders start to recognize Energy Stewardship heroes within 30 days of launch.
 - OPR: All Commanders
- 7.** SECARMY and CSA host the first annual Energy Stewardship Awards within 12 months of launch.
 - OPR: ASA(IE&E), HQDA G4
 - OCR: All Commanders

AOECP-31: Modify or develop training, programs, and education to support operational energy objectives, including increasing energy efficiency, reducing energy demand, enhancing energy security, managing energy use enterprise-wide, and making culture changes necessary to optimize objectives and make them permanent.

1. CTCs provide units with energy stewardship AARs and incorporate energy stewardship into the planning process within three months of launch.
 - OPR: G-3
 - OCR: All Commanders
2. Include energy stewardship goals on performance evaluation support forms within 120 days of launch. Modify OER, NCOERs, and Civilian Performance evaluations to include energy stewardship comments within 180 days of launch.
 - OPR: HQDA G1
 - OCR: G-4
3. Make energy stewardship one of the recruitment and selection criteria within 180 days of launch
 - OPR: HQDA G1
 - OCR: G-4
4. Include energy stewardship criterion in guidance to promotion boards within 18 months of launch.
 - OPR: HQDA G1
 - OCR: G-4
5. Incorporates and integrate energy stewardship into all educational curricula and training programs within 12 months of launch.
 - OPR: TRADOC
 - OCR: G-4